Approved For Release 2004/07/08 : CIA-RDP80M00596A000200020044-5

25 October 1978

STAT	MEMORANDUM FOR	R: NIO/Special Studies		
STAT	FROM	: Director, CIA Operati	ons Center	
	SUBJECT	: DCI's Annual Report		
	REFERENCE	: Your note, same subje	ect, dated 24 October 1978	
	to Mr. Bowie was "Substantive that the qual experience with the fact that Czech invasion he underestime intelligence should be resinclude not owhich NFAC wo NIOs' role an RES and the Outsince you I think you uwriter has tree new leade	support to African crises ification of African crist th crisis situations, i.e. he has not experienced an or even the Mayaguez wo ates what a real crisis or reporting and production tated under a broader head only substantive but all could have to provide in such the individual production of the individua	ne memorandum from comment is the Item entitled s" in Paragraph 3e. It seems to m sis reflects this DCI's limited e., Shaba I and II and not much me a serious crisisYom Kippur, Pueb corries me in the sense that I thir can do to the normal tranquility of the called "Crisis support" and other aspects of crisis support uch times. I speak not only of the ion offices but contributions that onally have made in these times. st precise language in this regard ying to say. Unfortunately, this roblem on previous occasions with the feeling that I was not succes rious attention at that level.	ore. olo, ok of ne t ion,
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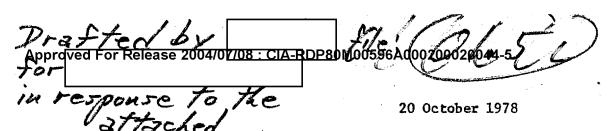
25 October 1978

	Approved For Release 2004/07/08 : CIA-RDP80M00596A000200020044-5 CONFIDENTIAL				
	Annual Fac Balance 2004/07/00 a GIA BERRANGARAN AND AND AND AND AND AND AND AND AND A				
	b. a very substantial attempt to improve the FOCUS assessment of mission reporting on which analysis must related to the FOCUS assessment 25×1				
	 a. a more organized and inter-office approach to the briefing of outgoing ambassadors to acquaint them with our products and our infor- mation interests and needs (see Tab C); 				
	2. I would also consider the following an indirect contribution to upgrading analysis:				
	g. at the request of D/NFAC , prepared a critique and analysis of the estimative product.				
	f. have sought at various times to enlist the support of the DDO and stations abroad in providing project-oriented information and judgmental comment;				
	e. in reviewing ORPA production programs and managing the NITCs for the Advanced Countries, have tried to highlight priorities and encourage an inter-disciplinary approach;				
	d. reviewed individual office drafts of papers and sought additional contributions from other offices to round out the analysis;				
	c. on major NFAC papers, have made great effort to conceptualize the approach and develop key questions (see Tab A and Tab B for examples);				
	 b. convened various inter-office meetings of analysts to discuss papers or prepare for European Working Group meetings; 				
25X1	a. prior to held inter-office and inter-agency meeting to discuss alternative outcomes and implications;				
	1. As requested by Allan Goodman, I am listing below my contributions to the effort to improve the quality of analysis:				
25X1	SUBJECT : DCI Annual Report - Quality of Analysis				
25X1	NOTE FOR:				

Next 7 Page(s) In Document Exempt

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Input to NFAC Contribution for DCI's Annual Report

Part II

Quality of Analysis and Policy Support

NFAC's Long-Range Development Program

The Director, NFAC, on 1 May 1978, assigned two experienced intelligence officers to examine and make recommendations about what kind and quality of capability NFAC should develop over the next several years. This two-man team has accomplished an inventory of the professional persons and skills now present in NFAC. The resulting base of knowledge has been recorded in and is being analyzed through a computer program file. It is, for example, providing specific data of value to D/NFAC concerning the distribution of professional manpower resources by functions and geographic assignments. This and much more data being collected by the team is being used to seek out and assess changes which might strengthen the NFAC capability. By December 1978, the team plans to present to D/NFAC a set of recommendations concerning the recruitment and career development of professional analysts, researchers and managers-qualifications and standards required of them, incentives offered to them, and programs of training, educational experience and learning assignments provided to them. At the same time, the team is beginning to examine leadership and organizational

aspects of NFAC, providing some interim advice and suggestions to D/NFAC to be followed by studied recommendations early in 1979. Beyond that point the D/NFAC and the team have not yet selected the next phase of their efforts.

- 2. From data analyzed in this early phase of NFAC's long-range development program, it is apparent that the Center's analytical and research resources and capabilities concerning certain geographic areas and some functions are uncomfortably thin. D/NFAC, with the relevant managers and the development team, is assessing these areas and functions and what may be required in the way of strengthening.
- 3. Also in this early phase, more evidence has been developed confirming information that short-deadline intelligence production and responses dominate the use of analytical resources in some key areas of NFAC to the disadvantage of needed and studied analytical work and supporting research. D/NFAC is giving attention to developing an appropriate balance of efforts in this area of concern.